

2 FEC 1977

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Comptroller

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Executive Replacement Cadre

1. At the 6 January 1977 EAG meeting, the concept of the identification of Key Operating Positions in the Agency and candidates for assignment to these positions was discussed, as well as procedures for implementing a program for making nominations and reviewing the candidates. The background material for the discussion was Tab D of the agenda for that meeting.

2. As a result of the interest of the former Director and the present Acting Director in all senior executive positions and in the training and development of executive level personnel who are candidates for such positions, the program identifying Key Operating Positions and candidates has been broadened to include a second level of senior positions and candidates. The approach to implementation of the program has now been formalized and approved by the Acting Director. In effect, a register of Agency senior level positions and an executive replacement cadre is being created. It will function as a part of the Personnel Development Program and will be divided in two sections. The first section, or Level A, will consist of the 50 Key Operating Positions identified in the 6 January EAG agenda item and listed on Attachment I of this memorandum. The second section, or Level B positions, will be composed of the operating official positions not included on the Level A list, plus the deputy position for all operating officials. You are free to add to your respective Level B

lists additional positions with equivalent level of responsibilities, including certain Chief of Station positions in the DDO. You may nominate candidates for any or all of the Level A positions without regard for Career Service matches, but normally only your own component candidates will be listed against the Level B positions.

3. Mr. Knoche has given the Office of Personnel the responsibility for compiling the lists of positions and candidates for his review and EAG discussion. Attachment II to this memorandum is a report format which we ask be used to submit the requested data. Please prepare one form for all the Level A positions, completing the incumbent column for the positions under your cognizance, and nominating your candidates for either immediate or later assignment for any of the listed positions. Individuals may be named for more than one position. Please provide comments relative to planned training or further development for those nominees who will qualify for the assignment within the next three years. You are asked to asterisk those positions you know will become vacant this calendar year because of planned rotation or retirement, and double asterisk those positions which may become vacant during 1977. It will be appreciated if the completed forms for Level A are forwarded to my office by 24 February 1977.

4. The Level B list of positions, which will include only positions in your area of responsibility and your candidates for these assignments, should be prepared in the same format as Level A and is due in my office by 17 March 1977. Some of these positions as well as your candidates may already be part of your component's current PDP and the pertinent information can be extracted therefrom. The FY 1978 Personnel Development Program format will be modified to adjust to these additional planning reports and dual coverage will be eliminated.

F. W. M. Janney

Attachments

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